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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

AD 861834

IN REPLY REFER TO

AGDA (M) (4 Nov 69) FOR OT UT 693017

10 November 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 29th Civil Affairs Company, Period Ending 31 July 1969

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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UNCLASSIFIED REPORT

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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN FOR OT UT. WASHINGTON, D.C. 20310

9-0

DEPARTMENT OF THE ARMY
29th Civil Affairs Company
APO San Francisco 96349

AVCA DNG-B-29

9 August 1969

SUBJECT: Operational Report of 29th Civil Affairs Company
for Quarterly Period Ending 31 July 1969, RCS
CSFOR-65 (RI).

THRU: Commanding Officer, 80th General Support Group, APO
96349

Commanding General, US Army Support Command, Da Nang,
ATTN: AVCA-DNG-GO, APO 96337

Commanding General, 1st Logistical Command, ATTN:
AVHGC-DST, APO 96375

Commander-in-Chief, United States Army, Pacific,
ATTN: GPOP-OT, APO 96558

TO: Assistant Chief of Staff for Force Development,
Department of the Army, Washington, D.C. 20310

1. Section 1, Operations: Significant Activities.

a. Operational Status. The 29th Civil Affairs Company was operational for the entire reporting period, 92 days.

b. Command and Control. The Company remains assigned to 1st Logistical Command's 80th General Support Group, OPCON to CG, III MAF. Civil Affairs platoons are employed in direct support of two US Army Divisions, the AMERICAL and the 101st Airborne; two Marine Corps Divisions, the 1st and 3rd; and all five Province Senior Advisors in I Corps Tactical Zone (ICTZ). Current command and control relationships are depicted on inclosure 1.

c. Civil Affairs Mission. The mission of the 29th Civil Affairs Company is to provide civil affairs support to the Commanding General III Marine Amphibious Force (III MAF) for tactical operations, and the GVN pacification and development program throughout I Corps Tactical Zone (ICTZ). The primary emphasis during the quarter was on the resettlement of refugees, return to village, and refugee camp upgrading programs.

FOR OT UT
693017

Inclosure

d. Organization. The company is organized into a headquarters and Command element, functional teams and generalist platoons (See Incl 2). The headquarters functions much like a battalion staff with a Commander, Executive Officer, Personnel and Administration, Operations, and Logistics Section. There are twenty-two generalist platoons which, for operational purposes have been tailored into nine civil affairs platoons and seven functional teams as follows: (See Inclosures 3 through 5 on attached platoons).

- (1) Food and Agriculture
- (2) Public Administration
- (3) Public Health
- (4) Public Safety
- (5) Survey
- (6) Civilian Supply and Supply Transport (combined)
- (7) Education

e. Civil Affairs Operations

(1) Platoon and Company general activities

(a) This quarter can be characterized by the shift in emphasis of this company from civic action to the more encompassing role of civil affairs. The reorganization accomplished last quarter began to function with the first task being to educate the units/agencies supported, and the personnel of the 29th CA Co. themselves on the role of a civil affairs oriented unit.

(b) To increase the understanding of our unique role in IOT7 the company initiated the first in a continuing series of orientations. The course is designed to give new arrivals an understanding and working knowledge of the function and method of operation of this unit.

(c) The planning and implementing of refugee resettlement and camp improvement program in support of GVN national and province refugee programs continued.

(d) The level of hostilities throughout the Corps remained relatively stable allowing the platoons in direct support of Province Senior Advisors to assign personnel to live in districts to promote refugee programs at that level.

(e) Significant civil affairs activities for the quarter are described under functional headings in the paragraphs following.

(a) EDUCATION.

1. A civil affairs Education Team was formed in May 1969 due to the growing need to give program guidance to civil affairs platoons all of which are involved in some type of education project.

2. Assistance to Vietnamese educational programs during the quarter was primarily provided in the form of:

a. Teaching English classes in primary and secondary schools and to groups of Vietnamese teachers.

b. Collecting and distributing paper and other classroom supplies.

c. Assisting the local village and camp governments in procuring building materials for repair of damaged schools and construction of new classrooms.

(b) CIVIL AFFAIRS SURVEY.

1. The Survey Team which became operational at the end of the last reporting period developed plans of action, lesson plans, and the team SOP.

2. At the request of the Province Senior Advisor (PSA) the team prepared a comprehensive survey of the refugee situation in Quang Tin Province.

3. Many special purpose surveys were conducted during the quarter by individual platoons at the request of the PSA or supported tactical unit. These surveys range in complexity from the "headcount" type to the more sophisticated type dealing with labor, industry, agriculture and economics. These surveys, both method and results are being collected by the survey team where the information will be catalogued, filed, and the survey technique analyzed for possible improvement.

(c) PUBLIC ADMINISTRATION.

1. The major efforts of the team have been in the areas of briefings, information collecting and dissemination, and supporting company operations by participating in staff studies, reports, and training programs.

2. Briefings on public administration matters have been designed and delivered to District Senior Advisors in Quang Nam, Quang Ngai, and Quang Tin Provinces. The same briefings were given to S-5's of the Third Marine Div. and the Americal Div. along with the participants of an agricultural coordinators meeting held at Chu Lai. The briefings include up-to-date information on local governmental structure and the 1969 Village Self Development Program.

3. In the area of information gathering the team has been active in collecting data on the progress of the 1969 Village Self Development program in order to respond to requests from Saigon and Region level officials about the progress of the program. The team has traveled with the Chief, Governmental Development Division, CORDS, to various districts in ICTZ and has participated in interviewing District Senior Advisors and District Chiefs in an attempt to determine the actual role of the district in local government.

(d) PUBLIC HEALTH

1. The Public Health Team organized an orientation course in public health for company medical specialists and MILPHAP personnel. The course was presented by CORDS Public Health personnel, the 29th CA Public Health Team, and other authorities including the Navy Preventive Medicine Unit in DaNang. The areas of instruction included:

- a. The structure and function of the GVN and its Ministry of Health (MOH).
- b. The structure and function of CORDS and its relation to the MOH.
- c. Vector Control.
- d. Environmental Sanitation.
- e. Communicable Disease Control.
- f. Health Education.
- g. Cultural differences and their effect on the medical program.

2. The primary public health activities continue to be participating in, and coordinating MCAPS conducted by military units; promoting safe water supply by encouraging proper well construction; encouraging the construction and use of latrines; promoting rodent control program; arranging for transportation and treatment of seriously ill and wounded civilian patients; distribution of soap and other personal hygiene supplies; and organizing public health courses for Vietnamese health workers and aides.

e. FOOD AND AGRICULTURE

1. The Food and Agriculture Team continued to work to improve the functioning of the company's Agriculture Coordinator program. The program has required intensive management as during the

past quarter there has been a large turnover in personnel serving as agriculture coordinators. Substantial training progress during this quarter was made when the agriculture coordinators attended a training session in Quang Tin Province. This session gave them a comprehensive understanding of the CCRDS advisory structure, the GVN Provincial Agriculture Services, and the function of the Agriculture Coordinator Program.

2. Major agricultural programs in which civil affairs personnel act as coordinators and/or advisers are vegetable plots and seed distribution, improvement of poultry and swine, fish ponds, IR-8 rice, feed crops, and land improvement.

(f) Administration and Personnel.

1. Personnel turbulence during the quarter was high due to ~~various~~, the transfer of five (5) Officers with Law degrees to 1st Log Command and the shifting of personnel with special qualifications for more effective utilization. Key personnel turnover from all causes included six Platoon Commanders, two Functional Team Chiefs, the Operations Officer and the Administration Officer.

2. The total strength of all organic, assigned and attached units as of 31 July 1969 was:

Officers	AUTHORIZED	ACTIVATED
	70	68
E6 and above	46	23
E5 and below	26	45
Total	192	170

3. The economy has two major personnel problems aside from the above indicated shortages. One is a large percentage of the enlisted personnel assigned to fill Public Health positions possess only entry MOS qualifications and do not have the technical or maturity to perform civil affairs functions effectively. The second problem is a shortage of non-commissioned officers in grades 6 and 7. Most of these grade shortages occur in the platoons where lower ranking NCOs assigned to fill an NCO position are unable to establish effective rapport or command the respect that Vietnamese officials and the general populace reserves for higher military rank.

NOT REPRODUCIBLE

4. The following awards were given during the reporting period:

- a. One Army Commendation Medal with "V" Device.
- b. One Purple Heart
- c. Sixteen Bronze Star Medals
- d. Thirteen Army Commendation Medals

(g) MAINTENANCE

1. Motor vehicle maintenance is an ever-present problem. The maintenance problems of this company are compounded by the dispersal of vehicles up to 170 km from the company maintenance shop.

2. Direct Support maintenance is provided by maintenance units of DaNang Support Command's 26th and 80th General Support Groups

3. Organizational Maintenance continues to be the most difficult problem to overcome.

4. On 20 June 1969 the headquarters element of the company underwent a Command Maintenance Management Inspection (CMMI). The Materiel portion was rated as satisfactory, however the maintenance management portion was rated as unsatisfactory.

(h) Company Supply

1. The shortage of 53 radios and 24 vehicles reported in the last ORR continues uneased. This shortage is materially hampering the effectiveness of this company. The lack of the authorized radios presents an even more severe difficulty. Their lack in the hostile environment is endangering the lives of members of the company. To this time all efforts to remedy this situation have proven futile.

2. During the reporting period the property from the platoons which have been attached was laterally transferred.

Section II

2. Section II, Lessons Learned: Commander's Observation, Evaluation and Recommendations.

a. Personnel: None

b. Operations:

(1) Survey as a Functional Team in a Civil Affairs Company.

(a) OBSERVATION.

It was determined that civil affairs platoon surveys were often poorly designed, resulting in incomplete and unreliable data further resulting in faulty or shortsighted planning. Current civil affairs programs and projects usually had to be deferred while the platoon was engaged in surveys.

(b) EVALUATION.

A functional team was formed, with the mission to formulate and conduct comprehensive surveys, analyze survey data and recommend action, evaluate small scale survey efforts by the platoons, and catalog all information gathered. This team, initially consisting of two officers and one expert interpreter, was formed from existing personnel assets of the company. The need for a functional team which specializes in the area of survey became apparent for several reasons. First, the formulation and proper conduct of a survey is a specialized process. It cannot be expected that each platoon has the expertise or the time required to conduct other than simple "headcount" type surveys. A survey team can conduct detailed "in depth" surveys, allowing platoons to continue current programs without interruption. Secondly, the centralization of the survey effort eliminates duplication at platoon level and eases the command and control problem. Thirdly, the formation of a separate team for survey gives the commander wide latitude and flexibility in the undertaking of surveys. Thus, with the benefits demonstrated, a survey team was formed. Valuable experience has been gained by the Survey Team in the time it has been operating. For example:

1 A survey team requires personnel who have field experience with a civil affairs platoon. This is extremely important because, first, only through this experience will they understand the true relationships of the GVN to the FWMAF organizations and the nature of the civil affairs situation in which they must work. Secondly, the experience factor is necessary to understand the true capabilities and limitations of the Civil Affairs generalist platoons, for these platoons are the elements which implement most of the recommendations.

2 A comprehensive survey must be tested on a small scale prior to its adoption. This was found to be a necessary step because of the cultural difference between the Vietnamese people and Americans. The Vietnamese reaction to a question might be quite different from what Americans expect, and not yield the information desired. Therefore a test survey to identify such questions and make appropriate changes has proven to be an invaluable technique.

3 For a survey to be meaningful, it must have GVN support. It has been demonstrated that the attitude of the people being surveyed is more responsive when the surveyors are accompanied by a province, district or local GVN official.

4 At certain times it has been found that the cultural concept of "face" will cause the person(s) being interviewed to give erroneous information. Some instances of this might occur when the answer to the question is not known. Not wanting to appear foolish an answer will be fabricated. Or, if the true answer would prove embarrassing, a more suitable reply will be given. Experienced surveyors are more capable of spotting such replies. A spot check of information has proven useful in certain instances. However the problem is handled, provisions must be made to adjust for unreliable survey data.

(c) RECOMMENDATION.

That a survey team be considered for adoption in any civil affairs company which is functioning in, or likely to function in, an area support role for pacification and development.

c. Training: None

d. Intelligence: None

e. Logistics: None

f. Organization: None

g. Other:

(1) Faulty Bricks made by Vietnamese

(a) OBSERVATION:

Cement bricks made by villagers at a project site are often of poor quality. When bricks are of poor quality, it is usually caused by one of three reasons: not enough cement is used, water used in mixing cement has a high salt content, or the sand has foreign matter, i.e. gravel or dirt mixed with it. Also, it

has been observed that the quality of cement differed by trade name.

(b) EVALUATION.

Any of these reasons will cause the bricks to crumble and break under a minimum of pressure.

(c) RECOMMENDATIONS.

1 That units undertaking civic action projects involving construction with non-commercial bricks consult an engineer unit for the proper procedure in mixing the cement, water, and sand. Make a test of the cement prior to mixing to determine the strength.

2 Check the water source to insure that impurities which could cause constructional faults are absent.

3 Locate a source of sand which has a minimum of foreign matter. If such a source cannot be found, a sifting or washing system must be used.

Section III

3. Section III, Survival, Escape and Evasion.

NEGATIVE REPORT



- 5 Incl
1. Comd and Con Rel
2. Organization as of
31 July 1969
~~3. Struc 51st GA Plat~~
~~4. Struc 52d, 53d, 54th Plat~~
~~5. Struc 2d GA Co, 41st GA Co Plat~~

Incls 3 - 5 wd HQ, DA

CF:

- 1-CG USCONARC ATTN: ACofs, G5 Ft Monroe VA
3-CG USARV ATTN: ACofs, G5 APO 96375
2-CG III MAF ATTN: ACofs, G5 FPO 96602
1-CG XXIV Corps ATTN: ACofs, G5 APO 96308
1-CG I Corps ATTN: G5 Advisor APO 96337
1-CO NASACT COMNAVSUPPACT FPO 96602
1-CG 1st Mar Div ATTN: ACofs, G5 FPO 96602
1-CG 3d Mar Div ATTN: ACofs, G5 FPO 96602
3-CG Americal Div ATTN: ACofs, G5 APO 96374
1-CG 101st Abn Div ATTN: ACofs, G5 APO 96383
1-CG Force Logistics Command ATTN: ACofs, G5 FPO 96602
1-CG 1st Mar Air Wing ATTN: ACofs, G5 FPO 96602
1-CG 1st ARVN Div ATTN: G5 Advisor
1-CG 2d ARK Brigade
3-DEPCORDS, III MAF FPO 96602
1-CO USACDCCA Agency Ft Gordon GA 30905
1-USACDC Liaison Off. XXIV Corps APO 96308
3-Comdt USACAS Ft Gordon GA 30905
2-PSA Quang Tri Province
2-PSA Thua Thien Province
2-PSA Quang Nam Province
2-PSA Quang Tin Province
2-PSA Quang Ngai Province
1-CO 95th CA Gp Ft Gordon GA 30905
1-CO 96th CA Gp Ft Lee VA 23801
1-CO 1st CA Bn APO 96602
1-CO 2d CA Co APO 96266
1-CO 28th CA Co Ft Bragg NC 28307
1-CO 36th CA Co Ft Lee VA 23801
3-CO 41st CA Co APO 96350
1-CO 42d CA Co Ft Gordon GA 30405
2-CG JFK Cen For Mil Asst Ft Bragg NC 28307

AVCA-DNG-B-GO (9 Aug 69) 1st Ind
SUBJECT: Operational Report of 29th Civil Affairs Company for Quarterly
Period Ending 31 July 1969 (RCS-OSFOR 65) (R1) (U)

DA, HEADQUARTERS, 80th General Support Group, APO 96349 11 Aug 69

TO: Commanding General, US Army Support Command, Da Nang, ATTN: AVCA-
DNG-GO, APO 96349

This Headquarters concurs in Operational Report for quarter 31 July 1969
from 29th Civil Affairs Company. This report is considered adequate within
this command's area of interest.

TEL: DNG E 3786/2559


C.F. KLOTZBERGER
CPT, JMC
Adjutant

AVCA DNG-GO-H (9 Aug 69) 2nd Ind
SUBJECT: Operation Report of 29th Civil Affairs Company for Period Ending
31 July 1969, RCS CSF OR-65 (R-1) 12 AUG 1969

DA, Headquarters, US Army Support Command, Da Nang, APO 96349
TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-H, APO 96384
Forwarded in accordance with USARV Regulation 525-15 and 1st Logistical Com-
mand Regulation 525-15.

FOR THE COMMANDER:

TEL: DNG E 3564


RONALD G. JOHNSON
1LT, AGC
Asst AG

12

AVCA GO-MH (9 Aug 69) 3d Ind

SUBJECT: Operational Report - Lessons Learned of the 29th Civil Affairs Company for Period Ending 31 July 1969 RCS CSFOR-65. (U)

DA, Headquarters, 1st Logistical Command, APO 96384

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST, APO 96375.

1. The Operational Report - Lessons Learned submitted by Headquarters, 29th Civil Affairs Company for the quarterly period ending 31 July 1969 is forwarded.

2. Concur with the basic report.

FOR THE COMMANDER:

TEL: LBN 4839

for C. D. Starnes, Jr., Inc.
C. D. STARNES, JR.
1Lt, AGC
Asst Adj'tl. General

CF:
USASUPCOM DNG
80th GS Gp
29th CA Co

AVHGC-DST (9 Aug 69) 4th Ind

SUBJECT: Operational Report of 29th Civil Affairs Company for Quarterly Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 8 000 069

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 July 1969 from 29th Civil Affairs Company.

2. Reference item concerning "Survey as a Functional Team in a Civil Affairs Company", section II, page 7, paragraph 2b(1); concur. Forming a survey team can provide a solution to an immediate requirement for information. Civil affairs platoons normally are capable of performing such surveys after they are trained and experienced in this operation. Specialist survey teams are not needed as an addition to CA company MTOEs because they can be formed temporarily from unit assets to reinforce normal platoon efforts.

FOR THE COMMANDER:

RICHARD J. F.
RICHARD J. F.
CPT, USA
Assistant Adjutant General

Cy furn:
29th CA Co
1st Log Cmd

GPOP-DT (9 Aug 69) 5th Ind

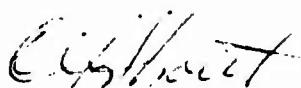
SUBJECT: Operational Report of HQ, 29th Civil Affairs Company for Period
Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 15 OCT 69

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

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DOCUMENT CONTROL DATA - R & D

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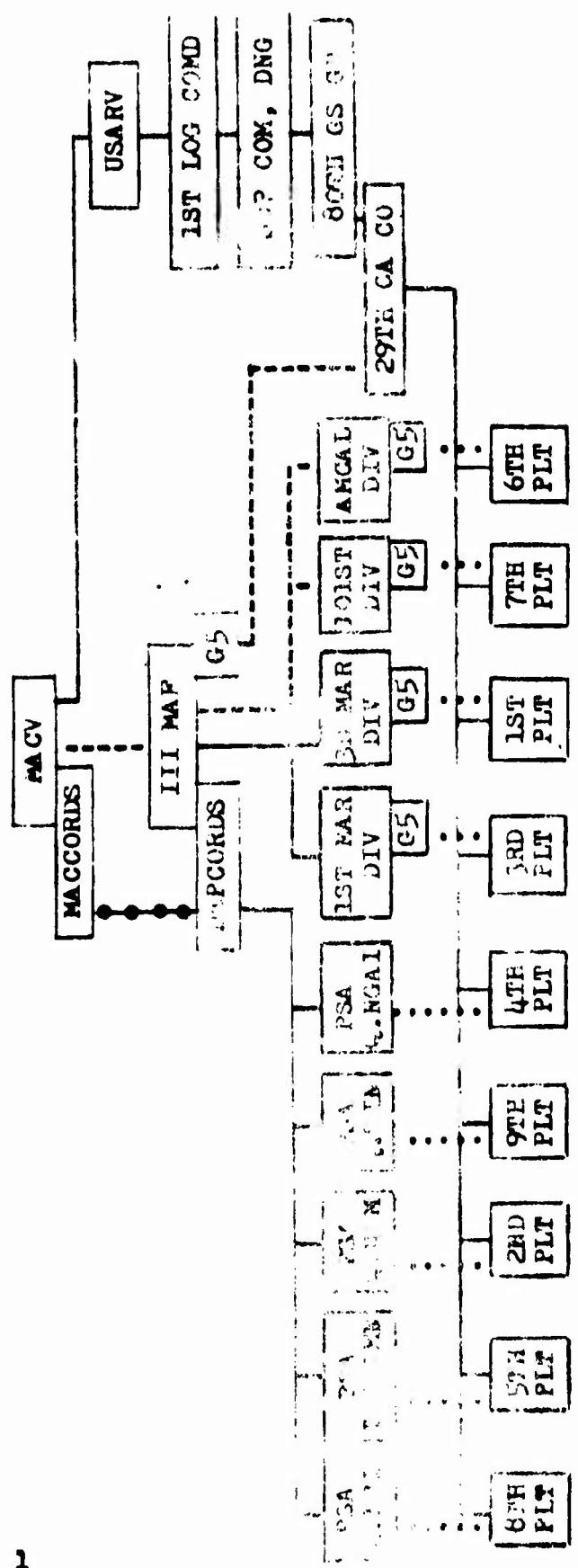
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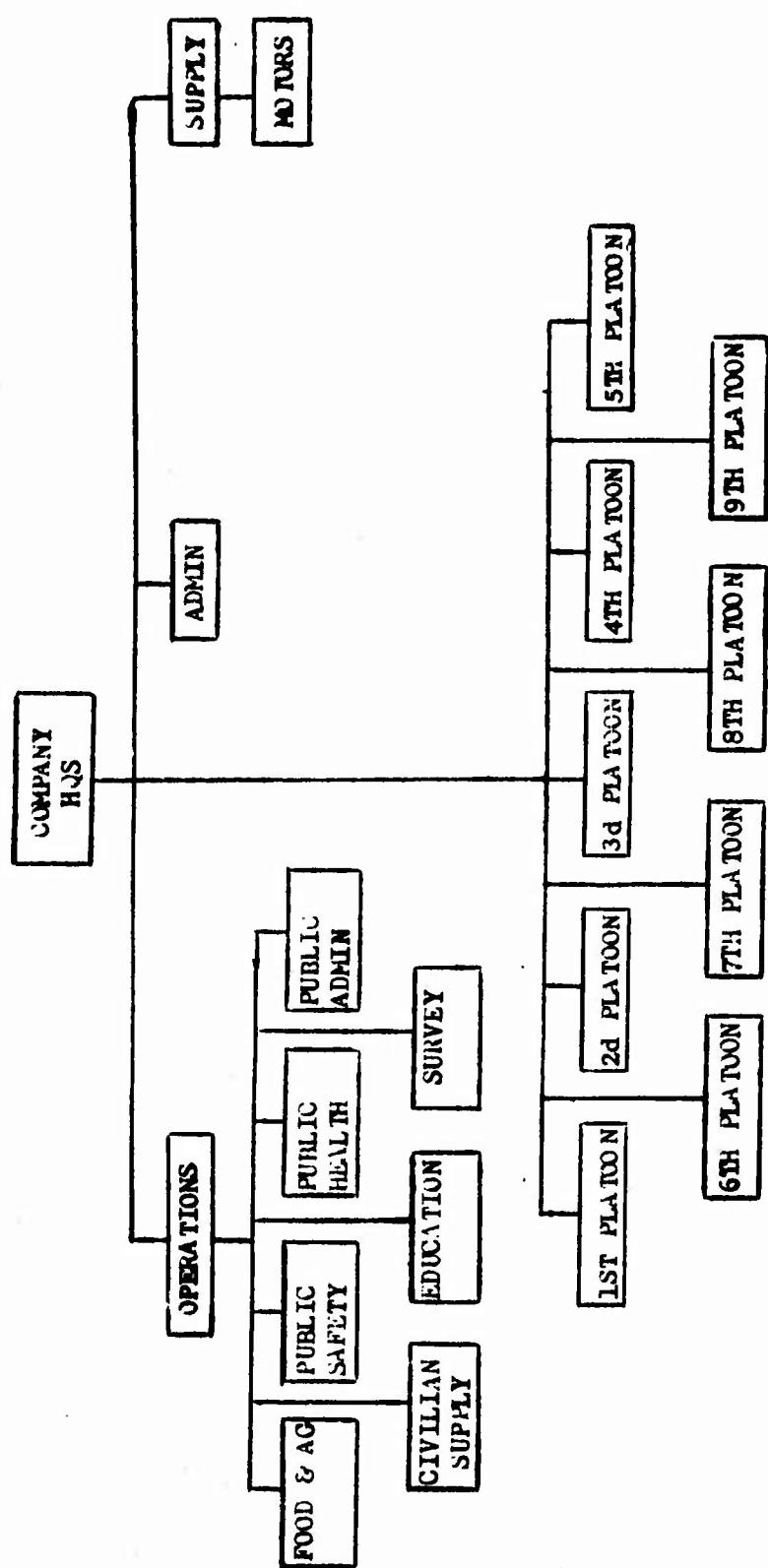
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OPCON II

DIRECT SUPPORT

COGNITIVE CONTROL

29TH CIVIL AFFAIRS COMPANY COMMAND AND CONTROL RELATIONSHIP



ORGANIZATION OF 29TH CIVIL AFFAIRS COMPANY AS OF 31 JULY 1969